

COUNTY MANAGER'S OFFICE

Statement of Purpose

Catawba County operates under a County Manager form of government adopted by the Board of Commissioners on March 1, 1937. The County Manager is charged with the responsibility for translating the policies and programs of the Board of Commissioners into action. The Manager is also responsible for coordinating, supervising, and recommending alternative solutions to growing problems and issues. As Chief Administrator of County government, he is responsible to the Board of Commissioners for administering all departments of County government under the Board's general control and to serve as liaison officer to the public and groups within the County and between the County, State, and Federal agencies.

Outcomes

1. Oversee the implementation and achievement of the Board of Commissioners Fiscal Year 2010/11 goals.
2. Effectively direct and supervise the administration of all County offices, departments, and agencies under the authority of the Board of Commissioners.
3. Provide a program of public information on important issues. Keep citizens abreast of matters which affect their daily lives through the use of various media outlets and public information programming.
4. Respond professionally and effectively to requests from Catawba County citizens for assistance or information related to the functions of county government.
5. Provide timely information to Board of Commissioners for planning and decision making.
6. Prepare and administer a balanced budget for Fiscal Year 2012.
7. Participate actively in local, State and national organizations such as the North Carolina Association of County Commissioners, National Association of Counties, International City/County Management Association, North Carolina City/County Management Association, and local managers groups to strengthen intergovernmental relationships and share ideas.
8. Monitor legislation proposed by the North Carolina General Assembly and, where applicable, propose legislation that would be beneficial to Catawba County.

Outcome Performance Measures:

1. The Board of Commissioners' annual evaluation of the County Manager, which addresses their satisfaction with the performance of him and County staff. The evaluation refers to all of the outcomes listed and a satisfactory rating on that evaluation is evidence of achievement.
2. The Board of Commissioners' Annual Report to the public on the outcome of their Annual Goals.

LEGAL

Statement of Purpose

To provide quality legal counseling and representation to the Board of Commissioners, managers, and employees of Catawba County on all issues related to County government. Having an in-house legal team provides County departments quick access to legal services at a much lower cost for taxpayers. The legal team is committed to excellence, ethics, professionalism, and fairness in all matters.

Outcomes

- 1. Provide needed legal services to all County departments as issues arise in a timely, professional and ethical manner by:*
 - a. Completing preparation or review of contracts within five working days of receipt at least 95 percent of the time.*
 - b. Achieving an approval rating of 95 percent on an annual client satisfaction survey.*
- 2. Proactively improve County staff's ability to handle situations that could potentially have a legal impact on the County by:*
 - a. Offering in-service training to any department but particularly EMS, Sheriff's Office, and Supervisors.*

- b. Providing all Public Safety employees with 24 hours per day, seven days per week telephone access to an attorney.*
- 3.** *Ensure that Board of Commissioners, Planning Board, Board of Adjustment, and Subdivision Review Board are able to address any legal issue whether arising during a meeting or anticipated in advance by assigning an attorney to both work with each respective board and be in attendance at each board meeting.*
- 4.** *Maximize the collection of delinquent accounts, back taxes, and other monies owed to the County through active legal pursuit of collection. Success will be measured by an achievement of a 50 percent collection rate.*

BUDGET AND MANAGEMENT

Statement of Purpose

To plan, prepare, and monitor the County's annual operating and capital budget and conduct special research and management analysis for the County Manager and County Departments.

Outcomes

1. Prepare a balanced budget for adoption by June 30, 2011, which:
 - a. Receives a satisfaction rating of at least 95 percent on the Manager's budget survey to be completed in July 2011 focusing on the responsiveness and the quality of analysis completed by the budget staff on departmental outcomes. This will include the budget staffs' ability to monitor and report departments' progress and commitment to outcomes and to recommend changes to improve efficiency or compliance.
 - b. Receives a satisfaction rating of at least 90 percent from department heads on a survey to be completed in July 2011, which measures the services the budget staff provides to departments in the areas of revenue projections, research and analysis, staff support in resolving problems of mutual concern, and support in establishing and monitoring outcomes.
 - c. Communicates County policies, provides a financial and operating plan, and is an effective communication device to our citizens, as demonstrated by receiving the 2010 Government Finance Officers Association (GFOA) Distinguished Budget Award.
2. Prepare a Revenue, Expense, and Fund Balance forecast in October 2010 that is based on the Fiscal Year 2010/11 annual budget and Capital Improvement Plan (CIP) which will give the County Manager, Board of Commissioners, and Department Heads the financial information they need to set priorities and goals in planning for the future needs of the County.
3. Monitor the Fiscal Year 2010/11 budget on an ongoing basis to ensure the budget remains balanced and recommend appropriate action be taken quickly if further revenue erosion occurs.
4. Enhance benchmark data available to aid in management decisions by working with departments to improve outcomes and participating in the UNC School of Government County Benchmarking Project.

County Manager

Reinventing Department

Organization: 120050

	2008/09 Actual	2009/10 Current	2010/11 Requested	2010/11 Recommended	Percent Change
Revenues					
Cable TV Reimbursement	\$28,000	\$28,000	\$28,000	\$28,000	0%
Federal & State	4,949	0	0	0	0%
Miscellaneous	1,504	0	0	0	0%
Indirect Cost	136,182	176,340	174,345	174,345	-1%
General Fund	1,250,597	1,293,091	1,289,640	1,293,040	0%
Total	\$1,421,232	\$1,497,431	\$1,491,985	\$1,495,385	0%
Expenses					
Personal Services	\$1,339,254	\$1,404,573	\$1,411,489	\$1,414,889	1%
Supplies & Operations	81,978	92,858	80,496	80,496	-13%
Capital	0	0	0	0	0%
Total	\$1,421,232	\$1,497,431	\$1,491,985	\$1,495,385	0%
Expenses by Division					
County Manager	\$873,484	\$909,013	\$891,778	\$893,378	-2%
Legal	324,547	348,418	355,854	356,854	2%
Budget & Management	223,201	240,000	244,353	245,153	2%
Total	\$1,421,232	\$1,497,431	\$1,491,985	\$1,495,385	0%
Employees					
Permanent	14.50	14.50	14.50	13.50	-7%
Hourly	0.00	0.00	0.00	0.00	0%
Total	14.50	14.50	14.50	13.50	-7%

Fiscal Year 2008/09 Outcome Achievements

Total Outcomes	Achieved	Partially Achieved	Not Achieved	Success Rate
15	15	0	0	100%

Budget Highlights

The Catawba County Manager's Office is responsible for planning and implementing the directives of the Board of Commissioners, strategically managing the various County departments, and developing an annual budget. The department also includes Legal Services and Budget and Management. The recommended County Manager's budget is a 0.1 percent decrease from Fiscal Year 2009/10. The decrease in funding is associated with the elimination an office support specialist position within the department. As a result of losing this position, workload for County Manager's staff has increased as the position's responsibilities have been re-distributed among staff.

Legal Services provides quality legal counseling and representation to the Board of Commissioners, managers, and employees of Catawba County on all issues related to County government.

The Budget Office is responsible for preparation, administration, and compilation of the annual budget for all County services. Specific activities include revenue and expenditure forecasting; making recommendations for improvement and/or attainment of County and departmental goals and objectives; preparing recommended and approved operating budget presentations and documents; overseeing current budget activity and related budget amendments; and providing financial information and guidance for the County Manager and Board of Commissioners.

Performance Measurement

Fiscal Year 2010/11

Outcomes for Fiscal Year 2010/11 focus on providing excellent customer service and fiscally sound public policy, administration, and programs to the citizens of Catawba County. The emphasis of the County Manager's Office continues to be on providing customer service to internal and external customers, the Board of Commissioners and County Departments and to the general public. Outcomes are based upon the extent to which requests for information are responded to in a timely manner and that citizens are kept abreast of information pertinent to County government.

As in previous years, the Legal staff will focus on providing in-service training, continuous access to an attorney for all Public Safety employees, and maximization of delinquent accounts, back taxes, and other monies owed to the County through active legal pursuit of collection.

For Fiscal Year 2010/11, the Budget Office will continue its focus on accurate revenue and expenditure projections and preparation of a balanced budget for adoption. The Budget Office will pay particularly close attention and monitor the Fiscal Year 2010/11 budget on an ongoing basis to ensure it remains balanced and recommend appropriate action be taken quickly if further revenue erosion occurs. Additionally, staff will enhance benchmark data available to aid in management decisions by working with departments to improve outcomes and pursuing benchmarking opportunities with other counties.

Fiscal Year 2009/10

The County Manager's Office is on track to achieve all of its outcomes for the current fiscal year. The department's achievements involve promoting economic development and prudent fiscal management during challenging economic times, which includes:

- Reaching an economic development incentive agreement with Apple Inc. in exchange for Apple's commitment to spend \$1.0 billion or more within 10 years and create and maintain 50 direct jobs within 24 months and approximately 250 indirect jobs. The Board also approved an economic grant for Ethan Allen Interiors, Inc. for an expansion project that included the consolidation of several domestic and foreign facilities into Ethan Allen's manufacturing facility in Maiden.

- Preparing a responsible Fiscal Year 2009/10 budget with no Countywide property tax increase. Despite an increase in service demands brought on by the recession, the County decreased operating expenses by 4 percent while maintaining its service levels. The budget invests in public schools, community college, public safety and water and sewer infrastructure.
- Holding back an additional 2 percent of department's budgets during the fiscal year to ensure that future budget challenges can be handled more effectively.
- Facilitating the necessary resolutions to enable each of the County's three public school systems to take advantage of zero-interest funds available through Federal stimulus legislation for school construction projects.

Legal Services is on track to or believes it will meet or exceed all of their outcomes in the current fiscal year. To date, 176 contracts have been received and all have been reviewed within five working days. In-service training has been provided for EMS, the Sheriff's Office, and supervisors. As of December 2009, \$131,207 has been turned over to Legal for collection and \$47,576 has been collected, resulting in a 36 percent collection rate. While this is below the goal of a 50 percent collection rate, there is the expectation that the target will be met with pending tax foreclosure dates in January and May 2010.

The Budget Office is on track to meet outcomes for Fiscal Year 2009/10. A revenue, expense, and fund balance forecast was prepared during the months of October and November and presented to department heads in December. The Fiscal Year 2009/10 budget was adopted as scheduled.

Fiscal Year 2008/09

All stated outcomes were achieved in Fiscal Year 2008/09. As in previous years most of the outcomes for this department focused on providing customer service to internal and external customers, the Board of Commissioners, County Departments and the general public.

County Manager outcomes were based upon the extent to which this department oversees the implementation and achievement of the goals established by the Board of Commissioners. The Board continued its efforts to develop strategies to create jobs. In a cooperative effort with Catawba Valley Community College (CVCC), an action plan was recommended that included the development of a graduate guarantee to potential employers of appropriate skills competencies; skills assessments in both public school and higher education institutions; a collaborative marketing campaign by all County education systems to better inform business and industry of the educational opportunities available in the County; and cultivation of employer involvement in the County's educational systems.

The Board continued to support Catawba County Economic Development Corporation's efforts to coordinate a Multi-Jurisdictional Business Park which would be a joint effort among interested municipalities and the County. Economic development incentives were also approved by the Board for Poppelmann, resulting in further growth of this company and job

creation. In addition, seven industries, including Target, Williams-Sonoma, Convergys, Turbotec, Covation, Fiber-line, and FedEx Ground, created new jobs within County.

The County continues to support its three school systems with current and capital expense funding with one-half of its local revenues going to the schools. In an effort to improve the County's ranking in community college funding, the Fiscal Year 2008/09 budget included a 13 percent current expense increase for Catawba Valley Community College, which moved CVCC to 16th in funding out of 58 community colleges. The goal is to eventually be within the top ten to fifteen counties in providing support to the community college which brings so much to the County in the way of academic improvement and workforce development. The Board also entered into a partnership with ASU on the Biodiesel research facility and this joint effort will bring interest and support for the facility and national recognition for both the University and the County.

The County's third passive park opened in December 2008 at the location of the St. Stephen's Park, formerly part of the City of Hickory's park system. Amenities include a one-acre dog park, walking trail, playground, horseshoe pits, bird feeding station, picnic shelter, and meeting room. The park was funded through appropriations from the County's Parks Trust Fund, which was established in 1997.

Lastly, in an effort to continue investment in the County's quality of life, a new Sherrills Ford-Terrell Fire Rescue location assumed responsibility for what had previously been known as the Denver Fire District, thus improving the fire protection in that area of the County and decreasing fire insurance rates for homeowners and potential homeowners.

Legal Services achieved all of its outcomes for Fiscal Year 2008/09. The department earned a 99 percent client satisfaction rating which was well above its goal of 95 percent approval to determine the success of legal services offered. Legal exceeded its standard of completing preparation and review of requested contracts within five days 95 percent of the time by reviewing all 390 contracts received during the year within five days. Legal's action to collect delinquent accounts and other moneys owed to the County resulted in a 75 percent collection rate in excess of the 50 percent rate anticipated. An attorney also attended all meetings of the Board of Commissioners, Planning Board, Board of Adjustment, and Subdivision Review Boards to provide immediate legal assistance. Finally, staff delivered in-service training to the Sheriff's Office and Emergency Services and provided 24/7 on-call legal assistance to Public Safety agencies.

The Budget Office met and exceeded its outcomes. Achievements included receipt of a 100 percent satisfaction rating on the County Manager survey and a 96 percent satisfaction rating on the departmental survey in excess of the goals 95 percent and 90 percent respectively. The Budget Office received the Government Finance Officers Distinguished Budget Award for the 20th consecutive year. This award recognizes outstanding achievement in budget preparation and presentation and achieves a performance outcome established for the Budget Office. In response to a Commissioner goal that the County position itself to respond to anticipated

growth, the Budget Office worked with departments to analyze needs and developed an 8-year Service and Capital Improvement Plan. This plan will be updated annually and will be used to guide the annual budget process.